

WORK EXPERIENCE

Research Fellow in Agricultural Policy, The Heritage Foundation, Washington, DC, 2013-Present

- Develop and implement a proactive policy agenda, with a major focus on agricultural and environmental policy.
- Oversee policy analysis and work assignments of research employees.
- Co-authored and edited Heritage's book which developed a blueprint for agricultural policy and overseeing the related efforts to implement its recommendations.
- Work with expert authors to develop policy research.
- Take complicated issues and make them accessible to a wide variety of audiences, including policymakers.
- Organize and work with diverse organizations to help advance objectives.
- Draft comments, IQA requests, and FOIA requests to federal agencies.
- Do a significant amount of media (e.g. television, print, radio).
- Write widely circulated reports, op-eds, and blog posts.
- Present across the country on a wide range of policy issues.
- Organize numerous educational events on policy and legal issues.

Policy Counsel, Environment, Technology and Regulatory Affairs, U.S. Chamber of Commerce, Washington, DC, 2012-2013

- Represented the largest business association in the nation before policymakers and trade associations.
- Oversaw policy analysis and work assignments of research staff.
- Analyzed complex legal and regulatory issues for the association focusing on issues such as regulatory process reform and energy and environmental policy.
- Served as the executive to the association's committee on regulatory and consumer affairs.
- Wrote in-depth briefing papers and other documents for high-level Chamber staff and for Congress.
- Oversaw multi-industry efforts such as working group efforts and coalition letters.
- Drafted legislative language, testimony, letters, and talking points to advance the Chamber's agenda.
- Drafted numerous comments and letters in response to Federal Register notices.

Director of Legal and Regulatory Studies, John Locke Foundation, Raleigh, NC, 2005-2012

- Developed law and regulatory research portfolio for one of the largest state-based free-market think tanks in the country, focusing on issues such as regulatory reform and environmental policy.
- Represented the organization to state and local policymakers, and various organizations.
- Drafted numerous policy reports that were disseminated to policymakers and the public.
- Drafted legislative and regulatory language, and background materials for policymakers.
- Testified before state and local administrative bodies and the legislature.
- Drafted comments to proposed regulations.
- Wrote widely disseminated op-eds and did extensive media.

President and Founder, Council on Law in Higher Education (CLHE), Palm Beach Gardens, FL (current location), February, 1998-Present (Note: Currently, I serve on the Board)

- Founded a national nonprofit organization of thousands of higher education leaders and oversaw operations.
- Developed compliance materials and legal and regulatory analysis for member institutions.
- Supervised staff and independent contractors and had responsibility for all internal business matters.
- Handled internal issues, such as governance and budgeting.
- Organized educational programs from conferences to webinars.
- Represented the organization to government officials and senior-level campus officials.
- Worked with many associations and think tanks to advance organizational goals.
- Briefed senior-level administrators about major legislative and regulatory developments.
- Drafted comments to proposed regulations.

Other Related Positions

Policy Counsel, National Legal Center for the Public Interest (NLCPI), Washington, D.C., 2000-2002 (NLCPI was merged into one of the nation's most prominent think tanks, the American Enterprise Institute):

Director of Government Relations and Policy Analysis, American Association of Collegiate Registrars and Admissions Officers, (AACRAO) Washington, D.C., 1996-1998

EXAMPLES OF MEDIA APPEARANCES

• Politico, The Hill, CNN, Fox Business News, USA Today, The Wall Street Journal, Al-Jazeera America, the Washington Times, the Charlotte Observer, and AOL News.

CURRENT AND PAST MEMBERSHIPS AND VOLUNTEER ACTIVITIES

- Executive Committee member of the Environmental Law and Property Rights Practice Group of the Federalist Society.
- Member of the Energy, Environment and Agriculture Task Force of the American Legislative Exchange Council.
- Adjunct Professor, Barton College (taught business law)

EDUCATION

- Master of Laws in Law and Government, 2000, American University, Washington, D.C.
- Juris Doctorate, 1994, University of Miami School of Law, Coral Gables, Florida
- Master of Business Administration, 1991, George Washington University, Washington, D.C.
- Bachelor of Business Administration, 1989, George Washington University, Washington, D.C.

BAR MEMBERSHIP

- Florida Bar
- Pennsylvania Bar